



2016 Budget

City Manager's Recommendations

Infrastructure

City Commission Work Session

12.16.15



Policy-Based Budget Explained

The Four Ps

1. **WHY** are we changing the Budget Process?
To allocate resources to more directly meet the **Policy** Objectives and **Priorities** outlined by the City Commission and obtained through various community engagement forums.
2. To **WHAT** areas are we allocating the resources?
Programs (Divisions) in the Community Services Areas (CSAs).
3. **HOW** will we measure the effectiveness of resource allocation?
Community outcome metrics supported by CSA Program **Performance** measures.



Community Service Areas

1. Economic & Community Development
2. Justice
3. Building & Environmental Safety
- 4. Infrastructure**
5. Corporate Services
6. Governance

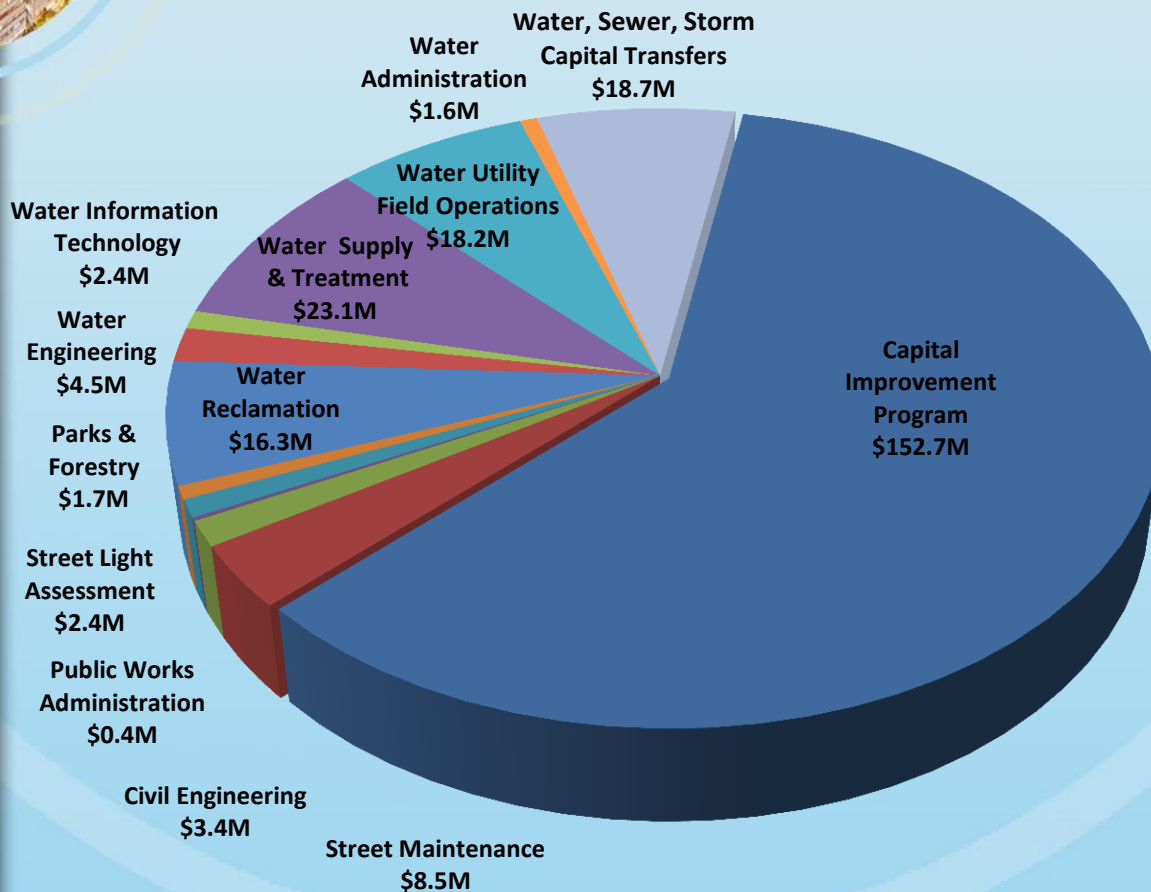
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Policy Objective:

Invest, maintain and improve the city's public assets to promote development, public safety and community value.



Programs Areas



Recommended Allocations

Program	2016 Budget
CIP	152,671,700
Street Maintenance	8,460,500
Civil Engineering	3,424,800
Public Works Administration	449,200
Street Light Assessment	2,377,800
Parks & Forestry	1,732,200
Subtotal Public Works	16,444,500
Water Reclamation	16,347,300
Water Engineering	4,536,000
Water Information Technology	2,438,800
Water Supply & Treatment	23,113,600
Water Utility Field Operation	18,160,900
Water Administration	1,641,600
Water, Sewer, Storm Capital	18,685,100
Subtotal Water, Sewer, Storm	84,923,300
Total Infrastructure	\$ 254,039,500

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Community Outcome Metrics



Our Policy-Based Budget seeks to allocate resources to City Programs that impact Community Priorities and Outcomes as established by the City Commission.

2. Each Community Service Area has several Community Priorities and Outcomes that will be targeted.
3. In order to illustrate impact or results, we must first identify where we are now as a baseline for comparison.
4. Annually the metrics will be updated, thus highlighting the changes in community outcomes compared to the baseline data.
5. This will allow us to track our progress in impacting community outcomes and influencing results.

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Community Outcome Metrics



1. Priority:

Provide Quality Services with Excellent Customer Service

Metric: **Various Surveys**

Metric: **Severe Weather Response**

Metric: **Other**

2. Priority:

Increase Investment in Roads

Metric: **Pavement Condition Index**

3. Priority:

Be Recognized as Regional Leader for Water Supply,
Reclamation Treatment

Metric: **Water Quality and Volume**

Metric: **Waste Water Effluent Quality**

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Community Outcome Metrics



4. *Priority:*

Improve Infrastructure Conditions Ratings

Metric: **Pavement Condition Index**

Metric: **Inventory of Healthy/Diseased Trees**

Metric: **Parks and Open Space Condition**

5. *Priority:*

Ensure a Fair and Equitable Water Contract

Metric: **Water Quality and Volume**

Infrastructure

Public Works Program Area Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Street Maintenance*	\$ 7,794,500	\$ 8,460,500	8.5%	66
Civil Engineering	3,232,000	3,424,800	6.0%	36
Public Works Admin	367,600	449,200	22.2%	4
Street Light Assessment	2,304,400	2,377,800	3.2%	7
Parks & Forestry	1,777,800	1,732,200	(2.6%)	16
Total	\$15,476,300	\$16,444,500	6.3%	129

*\$125,000 Capital for Street Sweeper not included in 2015 submission

1. Clean and mow vacant/abandoned properties to improve neighborhood quality of life
2. Maintain Right-of-Way green space to enhance the City's appearance
3. Perform roadway maintenance and repairs to provide safe travel



Infrastructure

Public Works Program Area

Resource Allocation to Influence Positive Community Outcomes

4. Maintain park grounds and amenities to provide opportunities for quality recreational activities
5. Manage the City's tree canopy through effective tree removals and tree plantings
6. Effectively and efficiently respond to snow/ice events to provide safe travel on roadways



Infrastructure Public Works Program Area

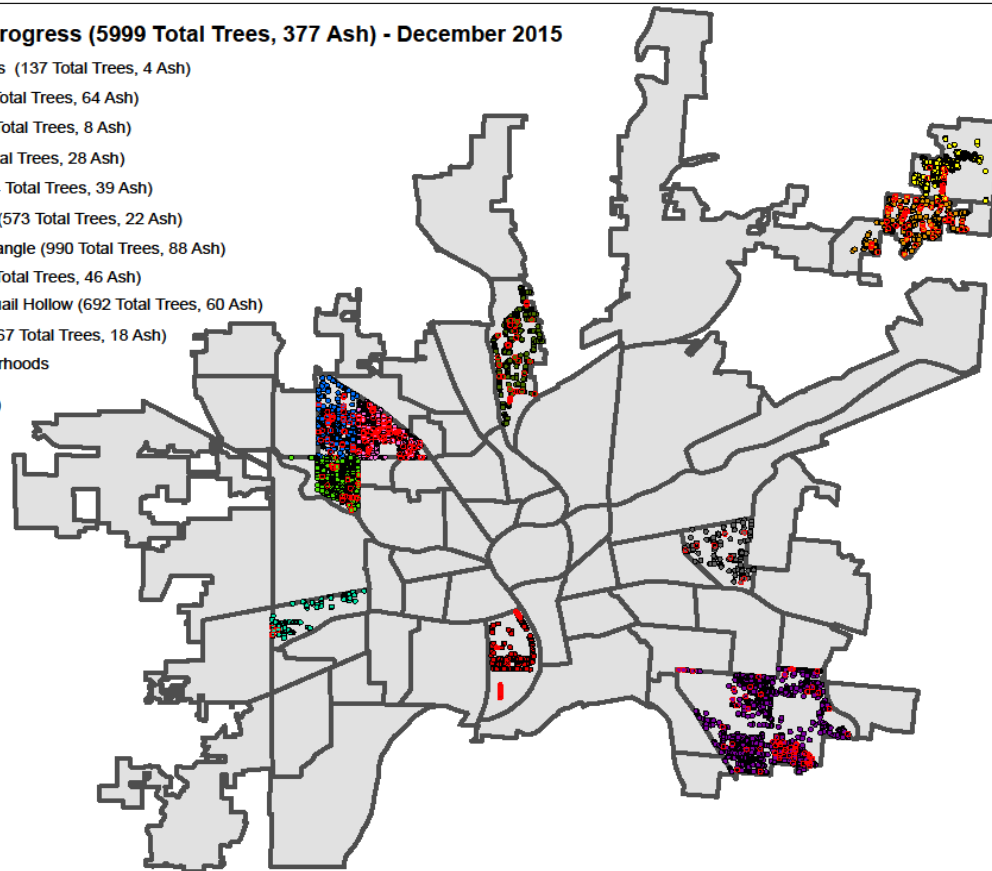
Resource Allocation to Influence Positive Community Outcomes

Tree Inventory Underway – 10 Neighborhoods of 62 Completed with 377 Ash Trees Identified



Tree Inventory Progress (5999 Total Trees, 377 Ash) - December 2015

- Arlington Heights (137 Total Trees, 4 Ash)
- Belmont (1486 Total Trees, 64 Ash)
- Burkhardt (174 Total Trees, 8 Ash)
- Carillon (235 Total Trees, 28 Ash)
- College Hill (504 Total Trees, 39 Ash)
- Cornell Heights (573 Total Trees, 22 Ash)
- Dayton View Triangle (990 Total Trees, 88 Ash)
- DeWeese (741 Total Trees, 46 Ash)
- Forest Ridge-Quail Hollow (692 Total Trees, 60 Ash)
- Pheasant Hill (467 Total Trees, 18 Ash)
- Dayton Neighborhoods
- Ash Tree (377)

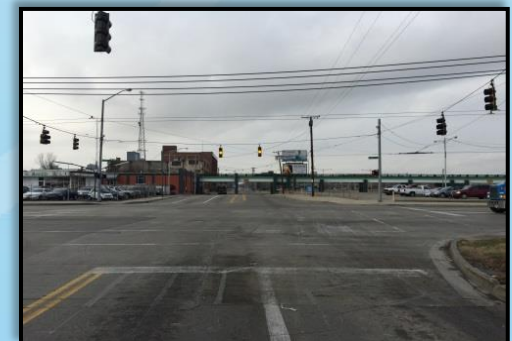


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Public Works Program Area

Resource Allocation to Influence Positive Community Outcomes

7. Actively pursue funding opportunities for roadway and bridge projects
8. Monitor construction projects to ensure high quality product delivery, completion on schedule and within budget
9. Ensure traffic signals, signs, pavement markings and parking meters are properly functioning

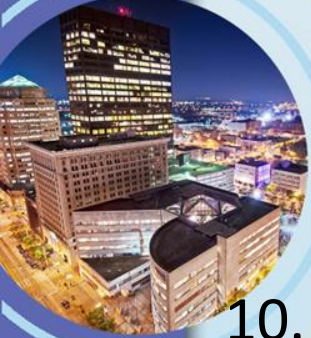


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Public Works Program Area

Resource Allocation to Influence Positive Community Outcomes

10. Apply livable-streets principles to road and bridge designs
11. Continue upgrade for City-owned street lights to LED
12. Provide timely response to all street light outages



Infrastructure

Water G&A Program Area Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Administration	\$1,582,200	\$1,641,600	3.8%	15
Cash Capital, Support Services	18,683,600	18,685,100	0.0%	0
Total	\$20,265,800	\$20,326,700	0.3%	15

1. Ensure Water Utility Financial Stability
 - Maintain Fair and Equitable Utility Rates
 - Seek Utility System expansion opportunities
 - Increase Non-Water Revenue through entrepreneurial activities
2. Manage Utility Funds in a responsible and transparent manner
 - Strategically Invest in all Utility Systems
 - Support Dayton Open Data Initiative



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Water G&A Program Area

Resource Allocation to Influence Positive Community Outcomes

3. Provide Excellent Customer Service for Utility Customers
 - Maintain positive perception of utility services
 - Enhance customer access to Dayton Delivers
4. Promote Employee Safety and Wellness
 - Increase knowledge, skills, and abilities of department employees
 - Reduce workplace injuries/loss time
5. Facilitate Workplace Diversity
 - Promote Water Utility Careers (Sinclair, DPS, UD)
 - Support SOCHE Program



Infrastructure

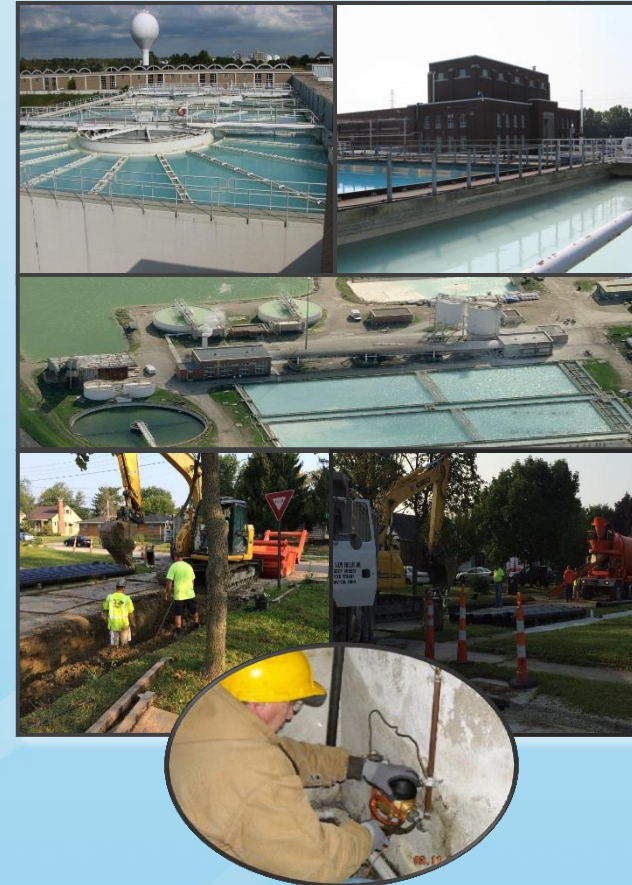
Safe Drinking Water Program Area Budget

Resource Allocation to Influence Positive Community Outcomes



Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Water Supply & Treatment	23,004,700	23,113,600	0.5%	113
Water Utility Field Operations	8,112,700	8,495,400	4.7%	74
Total	\$31,117,400	\$31,609,000	1.6%	187

- Contribute to the health and safety of the community through delivery of high quality, safe drinking water
 - Ensure Infrastructure Reliability – Reliability Centered Maintenance Program
 - No Public Water System Violations
 - Implement Expanded Source Water Protection Program Strategies
 - Emergency Preparedness (Extreme Weather, Disaster, Terrorism)

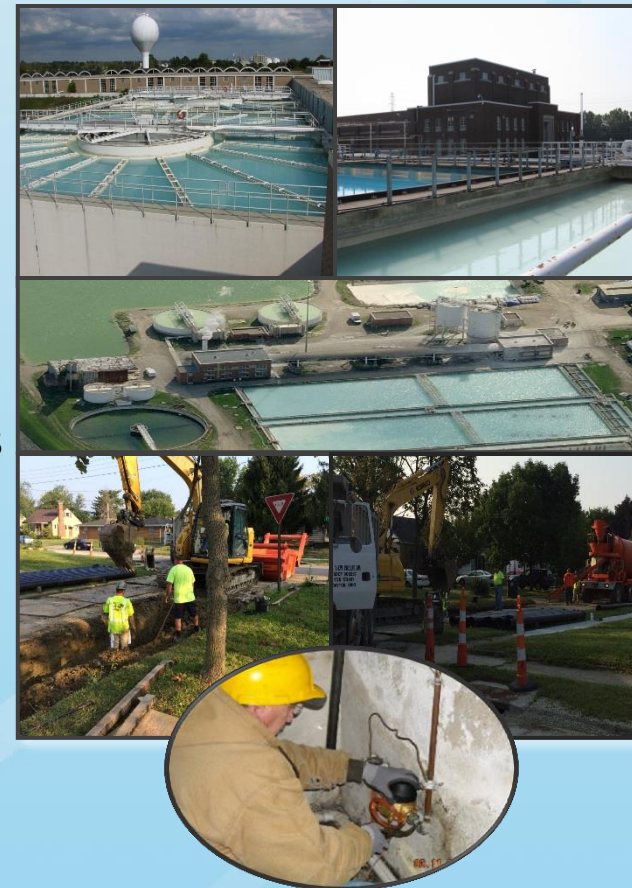


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Safe Drinking Water Program Area

Resource Allocation to Influence Positive Community Outcomes

2. Optimize Asset and Resource Management Locally and Regionally
 - Regionalization of Lime Kiln - Expansion
3. Provide Excellent Customer Service through Utility Customer Contact Center
 - Increase Consumer Confidence
 - Respond to complaints within ≤ 90 minutes
 - ≤ 2 hr. Service Disruption



Infrastructure

Clean Water Program Area Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Water Reclamation	\$15,624,800	\$16,347,300	4.6%	73
Water Utility Field Operations	9,186,500	9,665,500	5.2%	61
Total	\$26,811,300	\$26,012,800	4.8%	134

1. Contribute to the health and safety of the community through discharge of clean water to the Great Miami River

- Ensure Infrastructure Reliability – Reliability Centered Maintenance Program
- No NPDES Permit Violations
- Increase Optimization of Plant Processes
- Conduct Storm Water Fund Rate Study





Infrastructure

Clean Water Program Area

Resource Allocation to Influence Positive Community Outcomes

2. Enhance Good Neighbor Relationships with surrounding communities
 - Reduction in Odor Complaints
 - Facilitate Positive Community Partnerships
3. Provide Excellent Customer Service through Utility Customer Contact Center
 - 24/7 Emergency Response - ≤ 90 minutes or less



Infrastructure

Infrastructure/Technology Program Area Budget

Resource Allocation to Influence Positive Community Outcomes

Program Area	2015 Budget	2016 Budget	% Chg.	FTEs
Engineering	\$4,338,400	\$ 4,536,000	4.6%	37
Information Management	2,294,700	2,438,800	6.3%	11
Total	\$6,633,100	\$6,974,800	5.2%	48

1. Ensure Reliability of Water Distribution and Sewer Collection System
 - R&R 1% of Systems Annually
 - Expand Asset Management Program through lean for government principles
2. Enhance Utility Investments by Leveraging State Grant Funding Opportunities
3. Optimize Departmental Efficiency through use of Automation/Technology
 - Improve customer access and use of Web Based and Mobile Services
 - Increase employee use of automation and technology in service delivery





Infrastructure

Community Service Area Collaboration

Working together to foster a thriving community with economic opportunities

1. Civil Engineering collaborates with Water on funding opportunities for roadway improvement projects.
2. Civil Engineering will work with Planning & Community Development and Economic Development on infrastructure improvement planning.
3. Street Maintenance collaborates with Recreation & Youth Services to provide quality recreational facilities.
4. Street Maintenance works with Planning to enhance neighborhood amenities.



Infrastructure

Community Service Area Collaboration

Working together to foster a thriving community with economic opportunities

5. Public Works will collaborate with Water on right-of-way improvements.
6. Civil Engineering will collaborate with Water, Aviation and I.T. on evaluating an electronic bidding process.
7. Public Works, Building Services and Economic Development will continue to work together to plan and implement infrastructure Improvements to support new development activities.



Infrastructure

Estimated Revenues and Budget

Estimated Revenues

Street Maintenance

General Fund	\$2,406,000
Street Maint.	4,250,400
Storm	1,484,100
Debt	320,000
Total Revenue	\$8,460,500

Budget

Street Maintenance

Personnel	\$4,727,700
Other Exp.	3,081,800
Capital Equip.	331,000
Debt	320,000
Total Budget	\$8,460,500

Estimated Revenue

Civil Engineering

General Fund	\$1,678,300
Street Maint.	1,616,500
Debt	130,000
Total Revenue	\$3,424,800

Budget

Civil Engineering

Personnel	\$2,115,700
Other Exp.	\$1,179,100
Debt	130,000
Total Budget	3,424,800



Infrastructure

Estimated Revenues and Budget

Estimated Revenues

Public Works Admin

General Fund	\$449,200
Total Revenue	\$449,200

Budget

Public Works Admin

Personnel	\$397,100
Other Exp.	52,100
Total Budget	\$449,200

Estimated Revenue

Street Lighting Assessment

Street Light Fund	\$2,377,800
Total Revenue	\$2,377,800

Budget

Street Lighting Assessment

Personnel	\$642,400
Other Exp.	1,735,400
Total Budget	\$2,377,800



Infrastructure

Estimated Revenues and Budget

Estimated Revenue

Parks and Forestry

General Fund \$1,732,200

Total Revenue \$1,732,200

Budget

Parks and Forestry

Personnel \$1,008,700

Other Exp. 723,500

Total Budget \$1,732,200



Infrastructure

Estimated Revenues and Budget

ESTIMATED REVENUES

Water		Water	
City of Dayton Water Fees	\$24,791,400	Personnel	\$21,597,100
Other Jurisdictions Water Fees	19,414,600	Contracts & Materials	18,615,900
Other Charges for Services	2,131,300	Debt	2,596,800
Other Revenue	3,045,000	Other	6,543,500
Total Revenue	\$49,382,300	Total Budget	\$49,353,300

BUDGET

ESTIMATED REVENUES

Sanitary Sewer		Sanitary Sewer	
City of Dayton Sewer Fees	\$16,585,800	Personnel	\$10,929,500
Other Jurisdictions Sewer Fees	13,058,000	Contracts & Materials	13,491,900
Other Charges for Services	5,503,600	Debt	3,728,200
Discounts, Bad Debt	(633,600)	Other	6,322,500
Total Revenue	\$34,513,800	Total Budget	\$34,472,100

BUDGET

ESTIMATED REVENUES

Storm Water		Storm Water	
Storm Water - Business	\$4,115,400	Personnel	\$3,477,900
Storm Water - Residential	2,945,000	Contracts & Materials	1,712,200
Other Charges for Services	25,900	Debt	15,200
Bad Debt	(500,600)	Other	1,249,000
Total Revenue	\$6,585,700	Total Budget	\$6,454,300

BUDGET



Capital Improvement Program

Infrastructure Capital Improvement Program

Resource Allocation to Influence Positive Community Outcomes

2016 Recommended All Funds Capital Program: \$152.7 Million

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other	Total
Infrastructure	\$ 30,344,800	816,200	5,116,100	895,700	13,488,200	6,408,800	900,000	2,719,800	\$ 30,344,800
Facilities	1,462,500	1,357,500	0	0	0	0	90,000	15,000	1,462,500
Neighborhood Development	1,850,000	1,275,000	0	0	0	0	575,000	0	1,850,000
Contingency	107,800	107,800	0	0	0	0	0	0	107,800
Total General Capital Program	\$ 33,765,100	3,556,500	5,116,100	895,700	13,488,200	6,408,800	1,565,000	2,734,800	\$ 33,765,100
Aviation Program	48,306,600	3,148,200	34,148,200	0	4,378,500	578,300	0	6,053,400	48,306,600
Water Program	30,000,000	19,000,000	7,800,000	3,200,000	0	0	0	0	30,000,000
Sewer Program	37,600,000	22,500,000	8,100,000	7,000,000	0	0	0	0	37,600,000
Storm Water Program	3,000,000	3,000,000	0	0	0	0	0	0	3,000,000
All Funds Capital Improvement Program	\$152,671,700	51,204,700	55,164,300	11,095,700	17,866,700	6,987,100	1,565,000	8,788,200	\$152,671,700

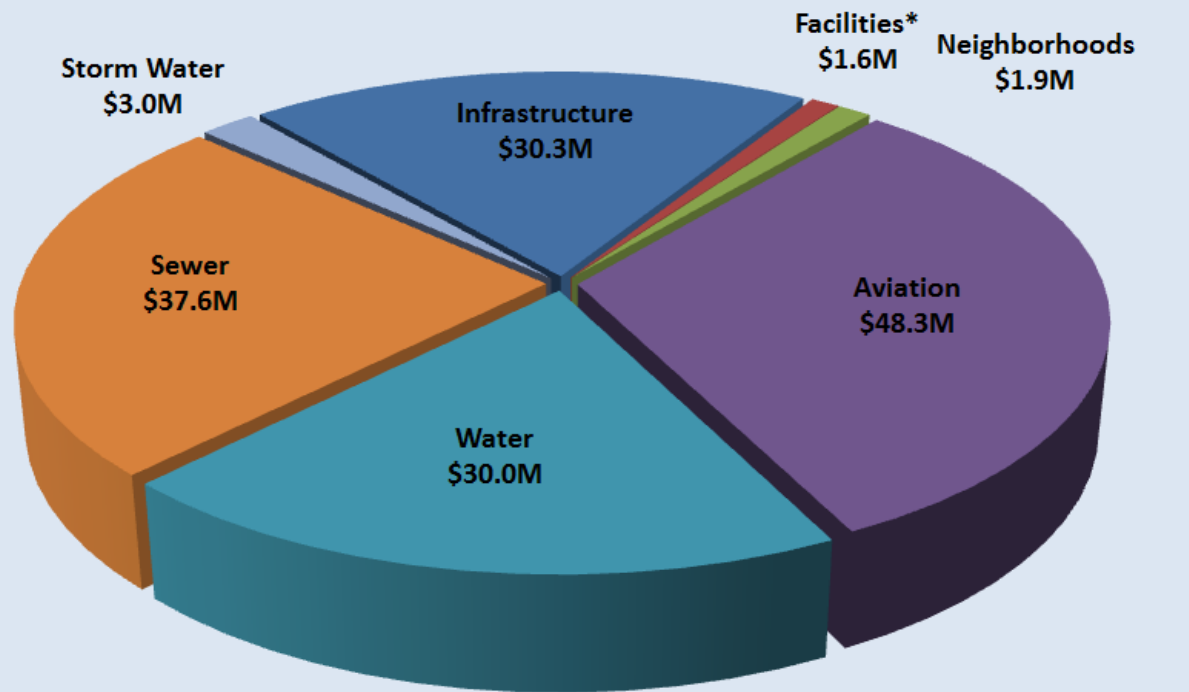
Planned 2016 G.O. Debt: \$5.1M for Capital Projects, \$2.4M for Equipment and \$2.0M for 2017 Program for a total of \$9.5M.

Infrastructure Capital Improvement Program

Resource Allocation to Influence Positive Community Outcomes



**2016 All Funds Capital Program
by Type**



* Includes Contingency



Infrastructure

General Infrastructure Capital Program

Resource Allocation to Influence Positive Community Outcomes

City Bridge Program – Replacement of 22 Bridges A Three-Generation Legacy to the Community

1. City Replaced 10 Bridges since 2004
2. Final 2 City Bridges will be constructed in 2016-2017
3. State and County Replaced 10 Bridges
4. Total Cost to Replace All 22 Bridges: \$174.6M
5. Useful Life 75+ Years





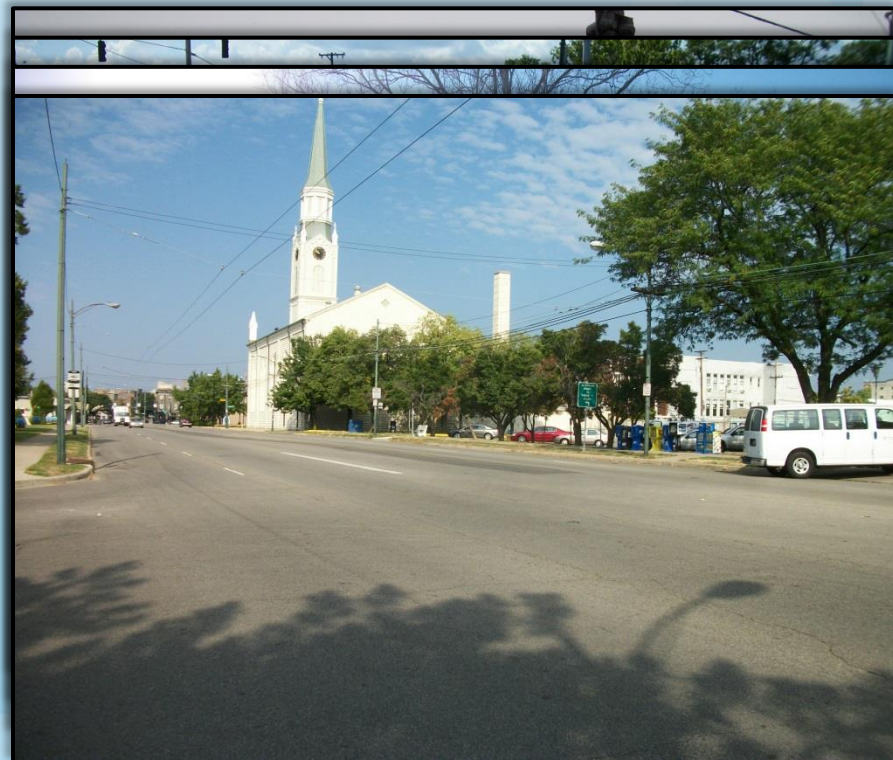
Infrastructure

General Infrastructure Capital Program

Resource Allocation to Influence Positive Community Outcomes

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other	Total
Infrastructure	\$30,344,800	816,200	5,116,100	895,700	13,488,200	6,408,800	900,000	2,719,800	\$30,344,800

1. Stanley & Webster Intersection
2. Keowee Reconstruction
3. North Main Transportation Improvements
4. Third St. Safety Improvements
5. Signal System Upgrades
6. Helena/Keowee Bikeway
7. Fifth/Hamilton Bikeway



General Infrastructure Capital Program

Resource Allocation to Influence Positive Community Outcomes

8. Broadway St. Bikeway
9. Cleveland Park Bikeway
10. Eastern Hills Bikeway
11. Bus Pads
12. Residential and
Thoroughfare Resurfacing
13. Sidewalk and Curb Program
14. Various Design Projects



Infrastructure

General Facilities Capital Program

Resource Allocation to Influence Positive Community Outcomes

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other	Total
Facilities	\$ 1,462,500	1,357,500	0	0	0	0	90,000	15,000	\$ 1,462,500

1. Fire

- Window Caulking
- HVAC Replacement

2. Recreation & Youth Serv.

- Parking Lot Resurfacing
- Lohrey Ceiling Replacement
- GDRC Wall Removal

3. Convention Center

- Bleacher Repair
- Skylight Repair (2)





Infrastructure

General Facilities Capital Program

Resource Allocation to Influence Positive Community Outcomes

continued...

4. Golf

- Tree Replacement
- Tee Box Improvement
- Cart Path Resurfacing

5. Central Services

- Facility Improvements
- HVAC Repairs
- Roof Rehabilitation



Infrastructure Neighborhoods Capital Program

Resource Allocation to Influence Positive Community Outcomes

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other	Total
Neighborhood Development	\$ 1,850,000	1,275,000	0	0	0	0	575,000	0	\$ 1,850,000

1. Demolition - \$1.6 million
2. Mini-Grants - \$100,000
3. Tree Replacement - \$125,000
4. Urban Agriculture - \$50,000



Infrastructure Aviation Capital Program

Resource Allocation to Influence Positive Community Outcomes

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other *	Total
Aviation Program	\$ 48,306,600	3,148,200	34,148,200	0	4,378,500	578,300	0	6,053,400	\$48,306,600

1. Public Entrance Renovations
2. Energy Upgrades
3. Parking Renovations
4. Terminal Drive Lighting



*Other includes Passenger Facility Charge (PFC) and Customer Facility Charge (CFC)

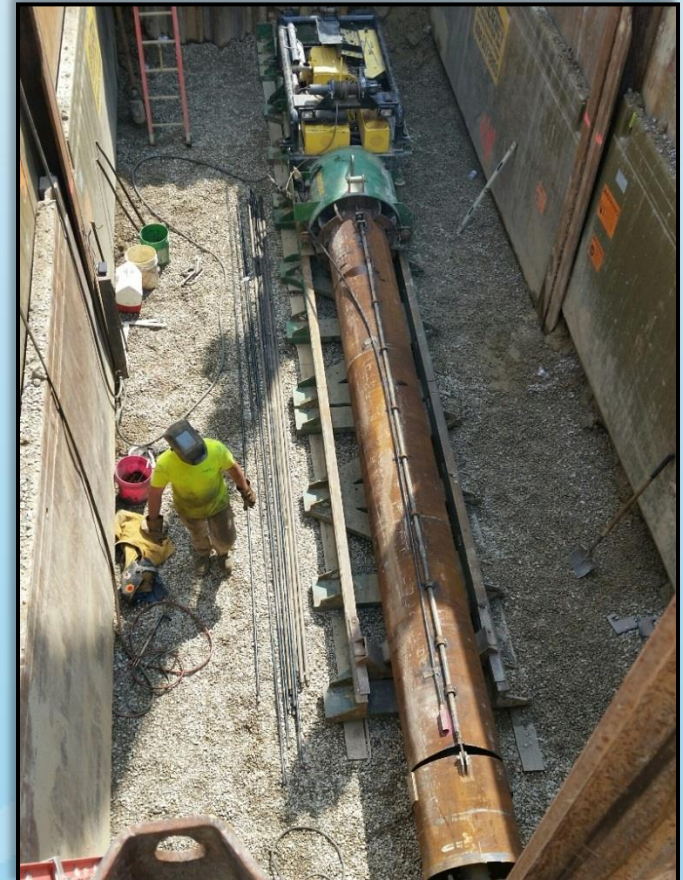
Infrastructure

Aviation Capital Program

Resource Allocation to Influence Positive Community Outcomes

continued...

5. Sanitary Sewer Rehabilitation
6. Sanitary Sewer Relining
7. Snow Removal Brooms (3)
8. Customs Building Renovation



Infrastructure

Aviation Capital Program

Resource Allocation to Influence Positive Community Outcomes

continued...

Dayton-Wright Brothers Airport

- 9. T-Hanger Replacement
- 10. Taxi-lane A Improvements
- 11. Apron Improvements
- 12. New Hangar Utility Installation





Infrastructure Water Capital Program

Resource Allocation to Influence Positive Community Outcomes

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other	Total
Water Program	\$ 29,600,000	19,000,000	7,400,000	3,200,000	0	0	0	0	\$29,600,000

1. Water Main Improvements
2. Lime Reclamation Facility Expansion

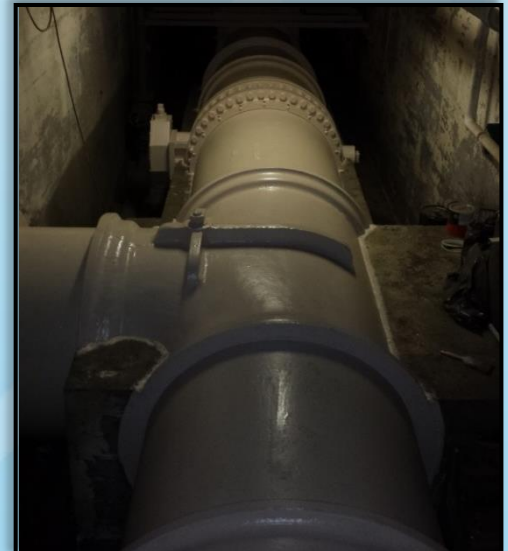


Infrastructure Water Capital Program

Resource Allocation to Influence Positive Community Outcomes

continued...

3. Miami WTP Filter Improvements (Construction Started in 2015)
4. Paint Pipe Galleries at Ottawa WTP, Ottawa Pump Station and Miami WTP (Construction Started in 2015)





Infrastructure

Water Capital Program

Resource Allocation to Influence Positive Community Outcome

continued...

5. Well Reconstruction & Well Rehabilitation (Construction Started in 2015)



Infrastructure

Sanitary Sewer Capital Program

Resource Allocation to Influence Positive Community Outcomes

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other	Total
Sewer Program	\$ 38,100,000	22,700,000	7,800,000	7,600,000	0	0	0	0	\$38,100,000

1. Sanitary Liner Installations
2. Aeration System Improvements (Construction Started in 2014)



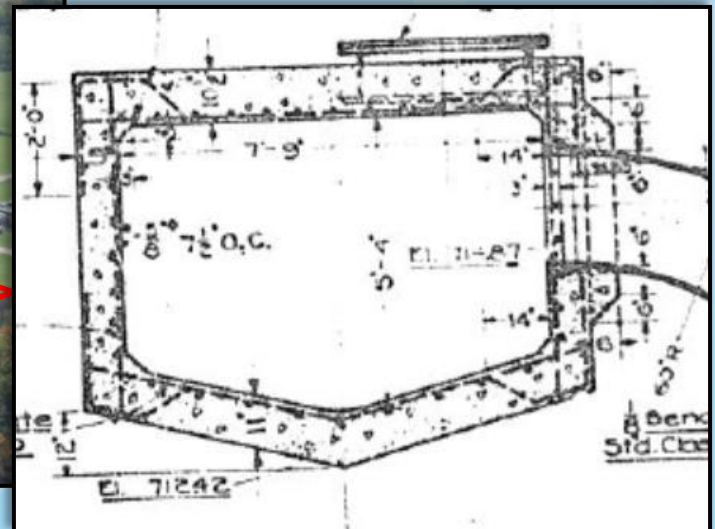
Infrastructure

Sanitary Sewer Capital Program

Resource Allocation to Influence Positive Community Outcomes

continued...

3. Final Clarifier Rehabilitation (Design Started in 2015)
4. Sanitary Interceptor Improvements (Design Started in 2015)
5. Water Reclamation Facility Master Plan (Proposals Received in 2015)



Infrastructure

Storm Water Capital Program

Resource Allocation to Influence Positive Community Outcomes

Sources for:	2016 Program	Cash	Debt	PY Debt	Fed Grant	State Sources	CDBG	Other	Total
Storm Water Program	\$ 3,000,000	3,000,000	0	0	0	0	0	0	\$ 3,000,000

1. Apple Street Outfall Rehabilitation (Construction Started in 2015)
2. Keowee Street Pump Station Rehabilitation (Design Services Started in 2015)
3. Storm Water Utility Rate Study





Infrastructure Debt Position

Resource Allocation to Influence Positive Community Outcomes

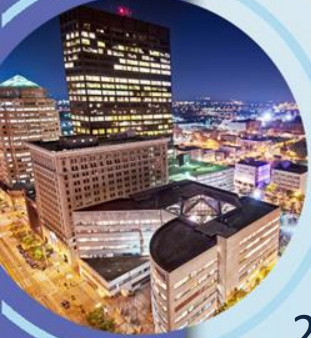
1. **Governmental Bonds Outstanding:**

• General Obligation	\$42.6M
• Non-tax Revenue Bonds	29.8M
• SIB Bonds	3.4M
Total Governmental Bonds	\$75.8M
Loans/Leases Outstanding	\$8.0M
Total Governmental Debt	\$83.8M

2. **Enterprise Bonds Outstanding:**

• General Obligation	\$36.5M
• Revenue Bonds	30.8M
Total Enterprise Bonds	\$67.3M
Loans/Leases Outstanding	\$8.6M
Total Enterprise Debt	\$75.9M

Total City Debt/Loans Outstanding \$159.6M



Infrastructure Debt Position

*Resource Allocation to Influence Positive Community Outcomes
continued...*

2. Debt Per Capita Is \$1,113

3. Debt Limitation

- Unvoted Debt Limitation of 5.5% of Assessed Value \$78.1M
- Net Debt Within 5.5% Limitation 53.6M
- Unvoted Debt Margin (Legal Unvoted Capacity) \$24.5M

Note: Net Debt Within 5.5% Limitation does not include self-supported debt.

4. Ratio of Debt Service to Revenue (Governmental Funds)

- 2014 Debt Service \$10.7M
- 2014 Governmental Revenues 206.3M
- Ratio Percentage 5.2%

Auditor of State - Negative Indicator if above 12%

Date (Weds.)	Time	Community Service Area	2016 City Manager's Recommended Budget Topics/Departments Included
11.11.15	9:30* - 11:30 a.m.	2016 Budget Overview	Community Service Area Overviews, Revenue Estimates, Expenditure Overview (incl. Cap. Equip.)
11.18.15	3:30 – 5:30 p.m.	Economic and Community Development	Economic Development, Convention Center, Planning & Comm. Development, Recreation & Youth Services, Aviation
11.25.15	9:30* - 11:30 a.m.	Justice	Police, Law (Prosecutor), Planning & Comm. Dev., Human Relations Council, Courts
12.2.15	3:30 – 5:30 p.m.	Building and Environmental Safety	Fire, Economic Development (Building Inspection), PCD (Housing Inspection), Public Works (Waste Collection), Water (Environmental Protection)
12.16.15	9:30* - 11:30 a.m.	Infrastructure	Water (Water, Sanitary Sewer, Storm Water) Public Works (Street Maintenance, Engineering, Street Light Assessment), Capital Projects (including debt position)
12.23.15	8:30* – 10:00 a.m.	Corporate Services, Governance	Finance, Central Services, Civil Service, Human Resources, OMB, Public Affairs, Law and Adoption of the Budget Resolution
12.30.15	3:30 - 5:30 p.m.	Wrap Up	Wrap Up of the 2016 Budget

Infrastructure



Questions??